

<i><b>Maturity Path for Employee Safety Teams</b></i>			
<i><b>Beginning</b></i>	<i><b>Improving</b></i>	<i><b>Succeeding</b></i>	<i><b>Leading</b></i>
1. Employee Safety Team [EST] established to simply meet a requirement.	1. EST established to promote employee involvement in the safety program. Impact is still limited.	1. Team is well organized and functioning, and is a viable contributor to the safety program at local or company level.	1. Management “recognizes” the team and the individual team members for their contribution to the safety program. Recognition documented.
2. Employees assigned to team by management.	2. Management solicits volunteers, but in majority of the cases employees assigned	2. Employees volunteer to participate on the team, occasionally an assignment needs to be made.	2. As team members rotate, the team continues to function with very little interruption. There are employees anxious to participate on the team. Employees are involved in adhoc teams to resolve safety issues or contribute to awareness activities.
3. Less than 50% of the employees/organizations are represented on the team.	3. Greater than 80% of employees/organizations represented on team	3. Working membership, as defined in the charter, are present at each monthly meeting	3. Management communicates to the team of organizations or groups who move into or out of the Unit. Management expects and provides the time for employees to be represented.
4. Safety advisor is neither assigned nor attends the team meeting.	4. Safety professional is assigned to the team, but provides limited input	4. Safety professional attends each meeting and is provided and opportunity on the agenda.	4. Safety professional removes barriers and utilizes the expertise of team members. He/she educates team members on safety principles and requirements. Safety professional is viewed as a “coach”.
5. Management support or participation is lacking.	5. Management attends by assignment.	5. Managers attend who are not specifically assigned and offer support to remove barriers. Managers may participate on sub-teams.	5. Management assists the team in removing any barriers. Managers interface regularly outside of the team meeting with team members who represent their employees. Managers have “team minutes” as a regular item on staff agendas.
6. Meeting agenda is lacking.	6. An agenda is prepared ahead of time, but frequently, meeting deviates from agenda.	6. Agenda format is established and followed so that all old and new business is conducted and documented in the minutes.	6. Agenda is formalized with safety share, sub-team reports, action follow-up, documentation of voting, and attendees list.
7. Lacks Charter and/or sub-team mission statements.	7. Charter exists but no mission statements for four sub-teams: Goals and Objectives, Investigations, Inspections, and Trending	7. Sub-teams have mission statements and specify deliverables. Sub-teams maintain meeting notes. Sub-teams report as routine part of the team agenda.	7. Charters and mission statements are reviewed and updated as needed, but at least annually
8. Team members function with no training.	8. General information on duties is periodically provided to team members.	8. Chairperson receives training on meeting management. Sub-team members are trained to perform their assignment.	8. Training and learning opportunities are periodically provided beyond those listed in the succeeding section.
9. Communication to general employees is limited.	9. Limited sharing of team information at staff meetings or on bulletin boards	9. Team members regularly communicate information in staff meeting and post meeting minutes in areas where employees lack access to computers. Meeting minutes are posted on the Unit Homepage.	9. Majority of employees are well informed and knowledgeable of the business and activities conducted by the company level and Unit team.
10. Minimal exchange of information between other Unit teams.	10. Team chairperson attends CEST and occasionally brings up questions/information.	10. Team chairperson attends CEST monthly and regularly contributes to the meeting. Chairperson meets frequently with management champion to status activities and events.	10. Majority of employees are well informed and knowledgeable of the business/activities conducted by the company level and Unit team.
11. Team members assigned but not empowered.	11. Team offers recommendations and management occasionally implements input.	11. Team members are expected to provide recommendations and input, and management utilizes the input for program improvement.	11. Management actually “seeks” input from the team as decisions are being made that impacts the safety program.
12. EST lacks funding to perform duties	12. EST submits a budget to management—but resources limited	12. Funding for EST activities/events is adequate. [App. \$10/person/year]	12. Funding for team member participation and team sponsored activities is rarely an issue or discussion item.
13. Lack of employee participation in the Unit safety inspection process.	13. Some team members participate on inspections.	13. Team either prepares the inspection schedule or ensures that as team members, they are include in the Unit schedule for inspections. Inspection results are tracked to resolution.	13. Not only team members but other employees regularly participate in inspections and walkthroughs. Employees volunteer to participate on inspections. Rarely are inspections not completed as scheduled.
14. EST lacks safety goals and objectives.	14. There are goals but usually fairly broad, objectives are not always measurable.	14. Goals and objectives are prepared and communicated during the first quarter of each fiscal year to Unit employees. The goals and objectives are based on safety & health trending data. The goals and objectives are reviewed quarterly in the team meeting. The status of the goals and objectives are communicated to employees.	14. Safety objectives are being met and may indeed change during the year as deemed appropriate. Objectives are having a positive impact on the recordable case rate.
15. EST lacks trending of safety & health data.	15. There is some discussion of injury/illness statistics, inspection findings, investigation results and safety concerns—but impact is limited.	15. Safety and health data for the Unit is tracked and trended. At least the following data is trended: Injury/illness data, inspection results, safety concerns, and the root causes of investigations. At a minimum the 5 basic charts are developed and communicated quarterly via the Unit homepage and/or on bulletin boards in frequent traffic areas.	15. Along with the safety and health data mentioned in the “succeeding” column, other creative, meaningful leading indicators are utilized .
16. EST lacks involvement in injury/illness analysis.	16. Team reviews information from investigation/analyses but aren’t directly involved.	16. Team members are directly involved in investigations either by participating with the actual investigation team or they participate in a follow-up analysis after the initial investigation. An EST member has skill in cause analysis or the team has access to and utilizes employees who have this expertise. Multiple causes are identified for trending. Causes go beyond personal error.	16. Investigation/analysis results are included in the trending data, and corrective actions positively impact the safety program.
17. Meeting actions are assigned but not tracked.	17. Meeting actions are recorded in the minutes, but don’t always appear on next meeting agenda.	17. Meeting actions are included in the meeting minutes and are added to each subsequent agenda until the actions are completed. Completion is documented in the minutes.	17. Meeting actions rarely go beyond the next monthly meeting.

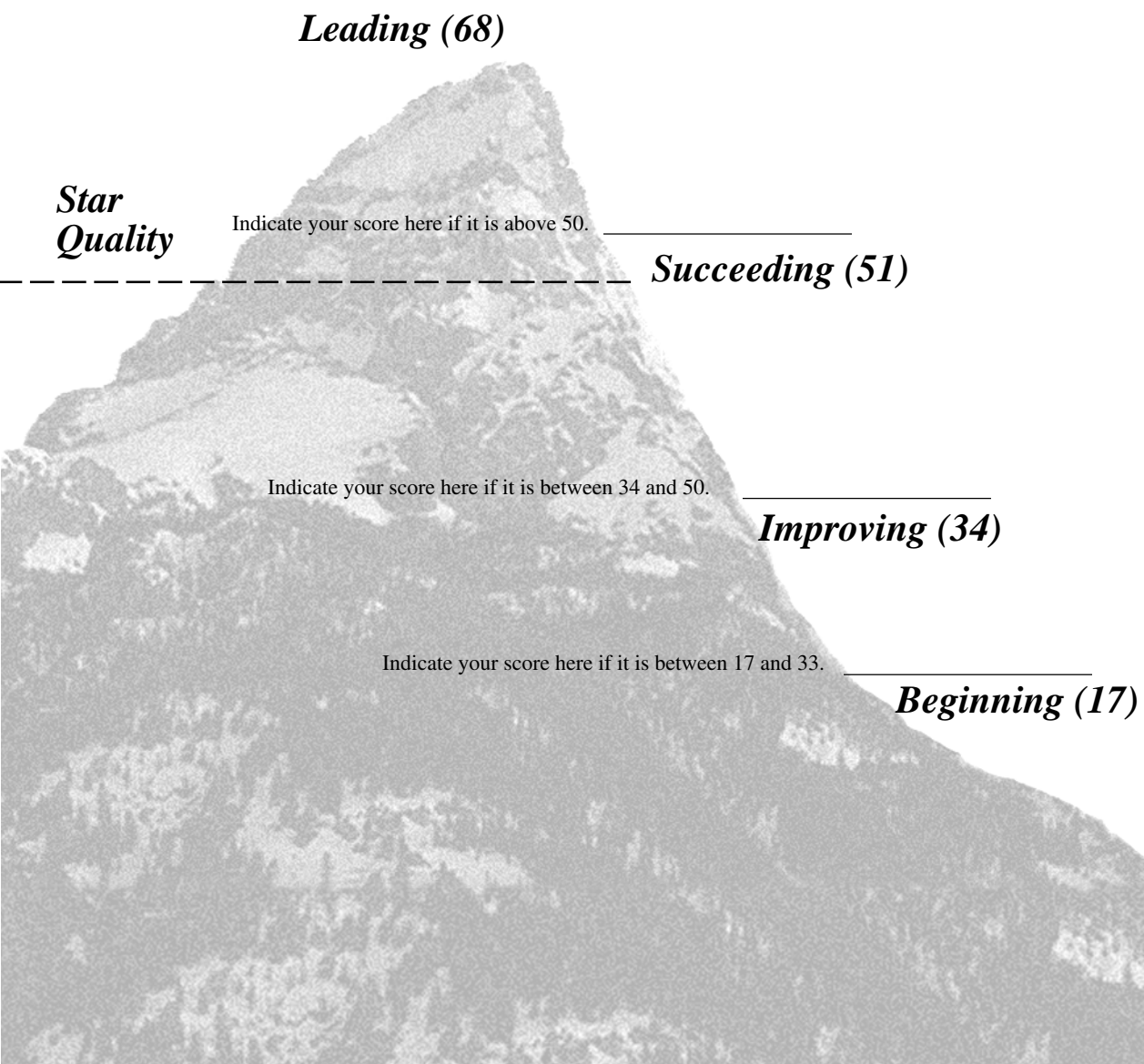


# Maturity Path for Employee Safety Teams



## Progress Score Card for Employee Safety Team (EST) Maturity Path

To measure your overall progress, add the total score from each category and plot that score on the scale below. Your progress can be periodically updated and measured as your EST improves and incorporates your goals. Plot your progress each measurement period on the chart.



#	Topic	(1) Beginning	(2) Improving	(3) Succeeding	(4) Leading
1	Organized				
2	Assigned				
3	Represented				
4	Advisor				
5	Support				
6	Agenda				
7	Charter				
8	Authority				
9	Communication				
10	Communication (Units)				
11	Empowered				
12	Funding				
13	Inspection				
14	Goals				
15	Trending				
16	I/I Analysis				
17	Actions				
		_____ x 1	_____ x 2	_____ x 3	_____ x 4
Total score for all categories		_____			